

Effects of Work-Family Conflict on Job Satisfaction of Academics in Private Universities in Bangladesh: A Structural Equation Modelling Approach

Open
Access

Mohammad Mizanur Rahman^{1,*}, Mohani Abdul¹, Zuraina Dato' Mansor¹, Noor Azman Ali¹, Adedeji Babatunji Samuel¹, Mohammad Jamal Uddin², Ibrahim Aishatu Ogiri¹, Md. Saidur Rahaman²

¹ Faculty of Economics and Management, Universiti Putra Malaysia, 43400 UPM Serdang Selangor, Malaysia

² Department of Business Administration, Metropolitan University, Sylhet-3100, Bangladesh

ARTICLE INFO

ABSTRACT

Article history:

Received 30 October 2017

Received in revised form 20 December 2017

Accepted 7 January 2018

Available online 8 January 2018

The current study attempts to examine the effects of Work-Family Conflict (W-FC) on job satisfaction of academics. The researchers gathered the data using convenience sampling technique administered on 211 respondents who were academics of private universities in Bangladesh. Various statistical measures such as descriptive statistics and zero-order correlation were used to explore the relationships between WFC, FWC and job satisfaction. In addition, the Structural Equation Modeling (SEM) technique was adopted to test the effects of WFC and FWC on job satisfaction. Consequently, in terms of the effects, WFC has significant negative effect on job satisfaction while FWC does not show any significant effect on job satisfaction. This study recommends that higher authorities of universities in Bangladesh should take necessary initiatives to minimize the W-FC of academics in order to ensure their job satisfaction.

Keywords:

Academics, family work conflict, job satisfaction, private universities and work-family conflict

Copyright © 2017 PENERBIT AKADEMIABARU - All rights reserved

1. Introduction

Availability of professionally satisfied teachers and their commitment are basic to producing competent graduates. Job satisfaction is the most important contributing aspect to teaching because teaching as a profession where the entire performance depends on satisfaction derived from on job and off job factors [1]. Teachers' job satisfaction also plays a role to the overall quality of education for a country. Job satisfaction is an enjoyable emotional state that results from an individual's appraisal of his/her job [2]. From several previous researches, it has been observed that job dissatisfaction has been responsible for the unfavorable corporate outcomes, such as high

* Corresponding author.

E-mail address: mizanmgt@gmail.com (Mohammad Mizanur Rahman)

absenteeism and turnover rate, decreased job performance and the commitment level towards the organization [3, 4]. Work and family can be considered as two major important domains in a person's life and many studies have been done by researchers all over the world regarding the relationship between work and family [5]. Academicians of a private university are no exceptions. The contrasting cultures, purposes and demands of academic work and family domain are prone to differences in the use of languages, words, behaviors demonstrated and ways of accomplishing tasks are obvious. The interface of WFC is more obvious to a today's academicians [6] those who unable to concretely define and separate their work and family boundary [7]. Private university teachers in order to keep away from excessive work pressure and career risk, frequently take away academic tasks home. Further, according to Edwards and Rothbard [8] university teachers having some schedule flexibility frequently involves in family matters and also execute office work at home which often create positive and negative spillover between work and family domains. However, according to the work-family boundary theory [7] and spillover theory [8] work-family interaction and their spillover are very common among academicians. Every year, a number of fresh graduates with good qualifications engaged themselves as academicians in different private universities in Bangladesh [9]. The fundamental objective behind the establishment of a number of public and private universities in Bangladesh is to unfold more opportunities to the teaming young population, with a view to attaining higher education. In terms of efforts and time, the teaching profession becomes more perplexing with the continuous and increasing institutional demands, accountability and work pressures [10]. The work intensification/working hours (50-60 hours) of an academician have become the norm/ customs in many private universities with the attendant inability to balance the work and family domains [11]. Thus, the academicians of private universities tend to experience conflicts related to work-family issues. Due to the dissatisfaction derived from W-FC, the desires, to become an academician, by fresh graduate students are declining, such that students are now being deprived of access to quality education. Therefore, balancing work and family issues is a critical concern among the academicians of private universities in Bangladesh. Hence, the fundamental objective is to determine the effects of both dimensions of work-family conflict on job satisfaction.

2. Empirical Literature Review and Research Framework

In relation to our research objectives based on the: Role Theory [12] we have developed our research framework with formulated hypotheses as depicted in figure 1 below. The Role theory believes that an individual may put up different identities, thus, the interference of these identities with each other brings about conflict [13]. Grandey *et al.* [14] likely opined that out of the various human roles, the two most significant life roles are the job and family roles. They also concur that ill feelings and tension are the consequences of the non-alignment between these roles. In order to lend credence to the earlier submissions, Grandey *et al.* [14] were of the view that the significant role to be played by a person in the family as well as the personal opinion of a person in relation to the role can create a thought that the job is consuming the energy and time required for attending to family demands (work-to-family conflict), which may eventually breed a feeling of insecurity to a person's family life. Consequently, a review of literature supports the view that if work is accepted as the cause of this interference, then the worker may form a negative behavior in relation to his or her job, resulting in higher job dissatisfaction [13-15]. In another perspective, if the significant role to be played by a person in the work place as well as the personal opinion of a person in relation to the role can create a thought that the family is consuming the energy and time required for attending to work demands (family-to-work conflict), which may eventually breed a feeling of

insecurity to a person's work life. Therefore, it can be taken that the family is responsible for the interference [13, 14] which can also create higher family dissatisfaction. In order to determine the effects of WFC and FWC on job satisfaction, many a number of researches have been conducted in the disciplines of sociology, psychology, and management [5]. Based on the findings of these previous researches, it is clear that W-FC has a negative effect on job satisfaction [16, 17]. Michel, Mitchelson, Kotrba, LeBreton, and Baltes [18] conducted a meta-analysis test on the W-FC models and reported a negative effect of W-FC on job satisfaction. From a huge number of previous studies, it was established that F-WC and job satisfaction are negatively correlated and subsequently, have negative effect on job satisfaction [19, 20]. In addition, according to Lu *et al.*, [21], Namasivayam and Zhao [22] and Bartram and Casimir [23] the outcome of FWC, has job dissatisfaction as one of the general consequences. Based on the aforementioned literatures, the researchers have proposed a research framework with the following hypotheses.

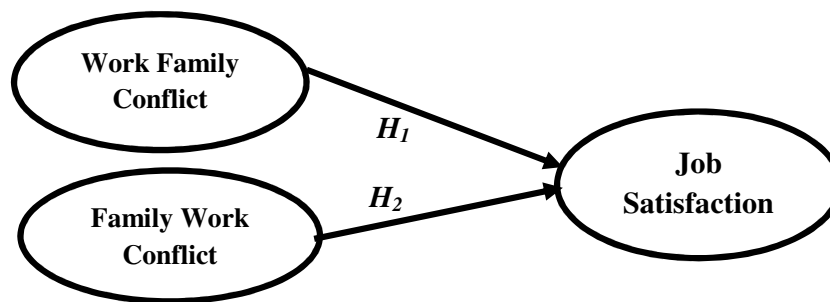


Fig. 1. Research Framework

H₁: Work family conflict has significant negative effect on job satisfaction.

H₂: Family work conflict has significant negative effect on job satisfaction.

3. Methodology

3.1 Sample and Procedure

A structured close-ended questionnaire package was used and sent to the respondents (academicians of private universities in Bangladesh) to collect the required data. Here, WFC and FWC were taken as independent variables, and job satisfaction as the dependent variable. Work-family conflict and relevant issues are usually perceived by Bangladeshi people as personal and familial matter. Random respondents were not willing to participate in the survey process. The researchers for the reason rely on convenience sampling method and roughly 750 questionnaires distributed to the respondents to complete the data collection procedure for the Ph.D. thesis. With 220 filled up questionnaires successfully returned, the researchers intended to write an empirical research paper. However, 09 filled up questionnaires were discarded because the respondents produced either inconsistent information or missing data. Finally, the sample size was fixed at 211 academicians of private universities in Bangladesh.

3.2 Measures of Reliability, Validity and Measurement Model

3.2.1 Work family conflict and family work conflict

Carlson *et al.*'s [24] 18-items of work–family conflict scale was used in this research. The measure is divided into two sub-scales named (WFC and FWC) with nine items in each sub-scale.

Participants provided their responses on five-point Likert-type scales (1 = strongly disagree; 5=strongly agree), with items coded such that higher scores indicate greater agreement.

3.2.2 Job satisfaction

In doing so, a modified version of 6-item scale from overall Job Satisfaction Inventory (JSI) as developed by Brayfield and Roth [25] for assessing the global measure of job satisfaction was used.

Table 1
 Measures of Reliability and Validity

	Items	Reliability	AVE	RMSEA	GFI	AGFI	CFI	Chi-sq/df
JS	6	.82	.47	.06	.98	.94	.99	1.44
WFC	9	.84	.50	.04	.98	.94	.98	1.32
FWC	9	.80	.51	.05	.94	.92	.94	1.66
MM				.05	.92	.89	.96	1.47
SM				.030	.94	.91	.99	1.17

JS=Job Satisfaction, WFC=Work Family Conflict, FWC=Family Work Conflict, MM=Measurement Model, SM=Structural Model

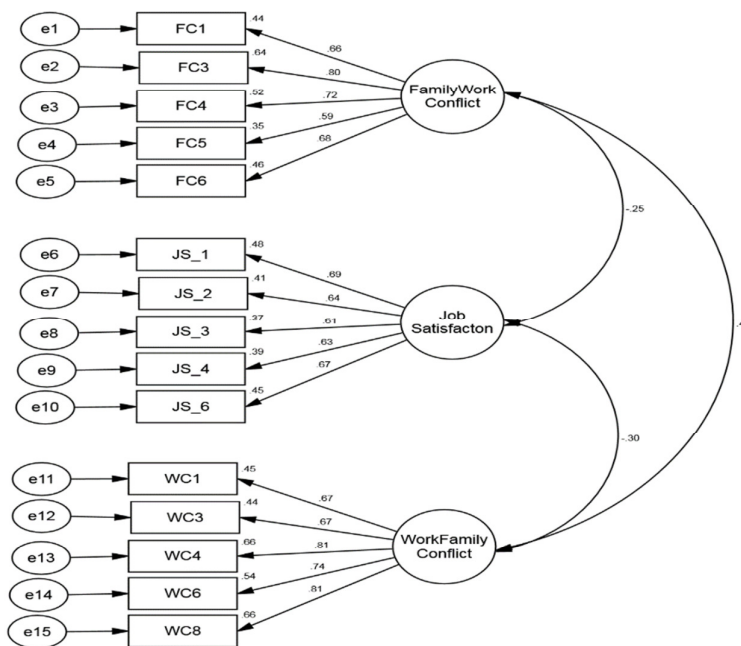


Fig. 2. Measurement Model

It was found that the overall measurement model has yielded good fit with data $\chi^2/df=1.17$, RMSEA=.030, CFI=.99, GFI=0.94 and AGFI=.91 (Table 1).

3.3 Ethical Consideration

Prior to conducting this study, an ethical approval letter was granted by the Faculty of Economics and Management and Research Management Center, Universiti Putra Malaysia where-in the first author of this paper was registered.

3.4 Plan for Analysis

The SPSS software, Version 22, was used for data analysis, in order to give effect to descriptive statistics including mean, Standard Deviation (SD), reliability, and correlation analysis (Table 1). Meanwhile, AMOS was adopted to analyze for the Confirmatory Factor Analysis (CFA) with respect to examining the constructs validity (Table 1). Finally, using the Structural Equation Model (SEM), the direct effect of WFC and FWC on job satisfaction was revealed.

4. Results and Findings

4.1 Demographic Statistics

In this study, it was found that 76% respondents were male while 24% were female. Among them, 91% respondents were married with the rest being unmarried. Maximum (56%) numbers of academicians were 35 years and above, but in terms of job experience, 57% respondents had 1- 10 years. 37% respondents' live with their parents and 73% live as nuclear family members.

4.2 Inferential Statistics

A series of statistical techniques like Descriptive and Zero Order Pearson Correlation were adopted to analyze the data to show the strength of the relationships among the research variables. Meanwhile, AMOS was utilised to analyze for the Confirmatory Factor Analysis (CFA). Finally, using the Structural Equation Model (SEM), the direct effects of WFC and FWC on job satisfaction were revealed.

Table 2

Descriptive and Correlation Analysis

	Mean	SD	JS	WFC	FWC
JS	3.59	.51	1		
WFC	2.97	.66	-.32**	1	
FWC	2.58	.58	-.26**	.60**	1

Table 2 presents the descriptive statistics of the mean, standard deviation and correlation between the variables of the study. The result indicated that job satisfaction ($m=3.59$, $SD= \pm 0.51$), were high. And, the mean and standard deviations of work-family conflict ($m=2.97$, $SD=\pm 0.66$) and family work conflict ($m=2.58$, $SD=\pm 0.58$) were in moderate level. Correlation analysis showed that both WFC ($r= -.32$, $p<0.00$) and FWC ($r= -.26$, $p<0.00$) have negative relationships with job satisfaction. The result emphasized that high-level W-FC leads to decreased level of job satisfaction among academicians of private universities in Bangladesh. But, if we compare between WFC and FWC, then the WFC has the highest correlation with job satisfaction due to a higher consideration being given to work issues at the expense of the family demands.

Table 3

Result of the Effect of Work-Family Conflict on Job Satisfaction

			Estimate	S.E.	C.R.	P
JS	<---	WFC	-.24	.09	-2.53	.01
JS	<---	FWC	-.15	.09	-1.58	.11

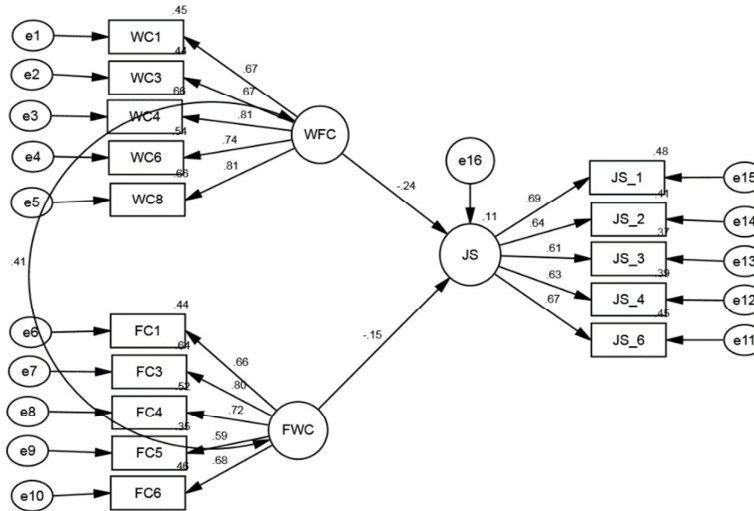


Fig. 3. Structural Model

Figure 3 and Table 3 indicate the direct effect of independent on the dependent variable, which shows the relationship between WFC and job satisfaction. Overall, the related 5 items in each of the dimensions of (WFC and FWC) have explained 11% variance in job satisfaction. Specifically, results indicated that only work-family conflict has significant negative effect on job satisfaction ($\beta = -.24$, $p < 0.01$). Though, the family work conflict has a negative effect on job satisfaction ($\beta = -.15$, $p < 0.11$) but the result is not significant. Results suggested that increasing level of work-family conflict was associated with decreasing level of job satisfaction. Therefore, only H_1 is supported while H_2 is not supported.

5. Overall Discussions and Implications of the Research

The findings of the research show that WFC is negatively related to job satisfaction and WFC has significant negative effect ($\beta = -.24$, $p < .01$) on job satisfaction. These findings are consistent with earlier studies by Buonocore and Russo [26], Burke *et al.* [27] and Huffman Casper and Payne [28] who reported high WFC as the cause of low job satisfaction. FWC shows significant negative relation to job satisfaction but it has no significant negative effect ($\beta = -.15$, $p < 0.114$) on job satisfaction as opined by Lapierre *et al.*, [29], Casper *et al.*, [30] and Mesmer-Magnus and Viswesvaran [31]. The possible explanation for this inconsistent finding is that less attention has been devoted to the multidimensional structures of W-FC in literature.

The relevant 5 items in each dimension of (WFC and FWC) have explained 11% variance in job satisfaction. But, in this research, though, family work conflict has a negative effect on employees' job satisfaction but statistically, this finding is not significant. The present study has made contributions in this direction by investigating the relationship between W-FC and job satisfaction among academicians of private universities in Bangladesh. These findings and understanding may be helpful for the higher authorities of universities in Bangladesh to ensure job satisfaction by minimizing W-FC and then again, to possibly standardize the quality of education with the engagement and recognition of good academicians.

6. Conclusion

Despite the series of researches that have been conducted in the disciplines of sociology, psychology, and management with respect to the relationships between WFC, FWC and job satisfaction, F-WC and job satisfaction are negatively correlated and subsequently, the negative effect on job satisfaction with the outcome of FWC, having job dissatisfaction as one of the general consequences. On the other hand, WFC is negatively related to job satisfaction with significant negative effect on job satisfaction due to high job dissatisfaction. However, in this study, even though FWC has a negative effect on employees' job satisfaction, it was quantitatively revealed that this effect was not significant. Nevertheless, a further research into the effect of work family support and work family balance can ultimately enhance the reduction of job dissatisfaction in the higher education environment in Bangladesh, such that WFC be reduced through work family balance and its outcomes among employees [32], since the latter have become significant to the Bangladeshi organizations.

References

- [1] Mohammad, Jamal Uddin, Muhammad Abdus Shaheed Miah, Mohammad Mizanur Rahman, and Md Saidur Rahaman. "Mediation role of job satisfaction on HRM-operational performance relationship: A three-way moderation effect by gender." *The Journal of Developing Areas* 51, no. 3 (2017): 437-452.
- [2] Locke, Edwin A. "What is job satisfaction?." *Organizational behavior and human performance* 4, no. 4 (1969): 309-336.
- [3] Judge, Timothy A., Carl J. Thoresen, Joyce E. Bono, and Gregory K. Patton. "The job satisfaction–job performance relationship: A qualitative and quantitative review." (2001): 376.
- [4] Kinicki, Angelo J., Frances M. McKee-Ryan, Chester A. Schriesheim, and Kenneth P. Carson. "Assessing the construct validity of the job descriptive index: a review and meta-analysis." (2002): 14.
- [5] Hamid, Rozanti A., and UN Ungku Ahmad. "The Effect of Work-family Conflict and Work-family Enrichment on Affective Organizational Commitment Among Faculty Clerical Staff in UTM Skudai." PhD diss., Universiti Teknologi Malaysia, 2014.
- [6] Pattusamy, Murugan, and Jayanth Jacob. "A test of Greenhaus and Allen (2011) model on work-family balance." *Current Psychology* 36, no. 2 (2017): 193-202.
- [7] Clark, Sue Campbell. "Work/family border theory: A new theory of work/family balance." *Human relations* 53, no. 6 (2000): 747-770.
- [8] Edwards, Jeffrey R., and Nancy P. Rothbard. "Mechanisms linking work and family: Clarifying the relationship between work and family constructs." *Academy of management review* 25, no. 1 (2000): 178-199.
- [9] Rahman, Md Mizanur, and Md Solaiman Chowdhury. "JOB SATISFACTION AND TEACHERS' TURNOVER: A STUDY ON PRIVATE UNIVERSITIES IN BANGLADESH." (2012): 142-152.
- [10] Barry, Jim, John Chandler, and Heather Clark. "Between the ivory tower and the academic assembly line." *Journal of Management Studies* 38, no. 1 (2001): 88-101.
- [11] Jacobs, Jerry A., and Sarah E. Winslow. "Overworked faculty: Job stresses and family demands." *The Annals of the American Academy of Political and Social Science* 596, no. 1 (2004): 104-129.
- [12] Katz, Daniel, and Robert Louis Kahn. *The social psychology of organizations*. Vol. 2. New York: Wiley, 1978.
- [13] Beutell, Nicholas J. "Work schedule, work schedule control and satisfaction in relation to work-family conflict, work-family synergy, and domain satisfaction." *Career Development International* 15, no. 5 (2010): 501-518.
- [14] Grandey, Alicia, Bryanne Cordeiro, and Ann Crouter. "A longitudinal and multi-source test of the work–family conflict and job satisfaction relationship." *Journal of occupational and Organizational Psychology* 78, no. 3 (2005): 305-323.
- [15] Judge, Timothy A., Remus Ilies, and Brent A. Scott. "Work–family conflict and emotions: Effects at work and at home." *Personnel Psychology* 59, no. 4 (2006): 779-814.
- [16] PHILLIPS-MILLER, DIANNE L., N. Campbell, and Charles R. Morrison. "Work and family: Satisfaction, stress, and spousal support." *Journal of Employment Counseling* 37, no. 1 (2000): 16-30.
- [17] Karatepe, Osman M., and Hasan Kilic. "Relationships of supervisor support and conflicts in the work–family interface with the selected job outcomes of frontline employees." *Tourism management* 28, no. 1 (2007): 238-252.

- [18] Michel, Jesse S., Jacqueline K. Mitchelson, Lindsey M. Kotrba, James M. LeBreton, and Boris B. Baltes. "A comparative test of work-family conflict models and critical examination of work-family linkages." *Journal of Vocational Behavior* 74, no. 2 (2009): 199-218.
- [19] Boyar, Scott L., and Donald C. Mosley. "The relationship between core self-evaluations and work and family satisfaction: The mediating role of work-family conflict and facilitation." *Journal of Vocational Behavior* 71, no. 2 (2007): 265-281.
- [20] Lu, Jia-Fang, Oi-Ling Siu, Paul E. Spector, and Kan Shi. "Antecedents and outcomes of a fourfold taxonomy of work-family balance in Chinese employed parents." *Journal of occupational health psychology* 14, no. 2 (2009): 182.
- [21] Lu, Luo, Shu-Fang Kao, Ting-Ting Chang, Hsin-Pei Wu, and Cary L. Cooper. "Work/family demands, work flexibility, work/family conflict, and their consequences at work: A national probability sample in Taiwan." *International Journal of Stress Management* 15, no. 1 (2008): 1.
- [22] Namasivayam, Karthik, and Xinyuan Zhao. "An investigation of the moderating effects of organizational commitment on the relationships between work-family conflict and job satisfaction among hospitality employees in India." *Tourism Management* 28, no. 5 (2007): 1212-1223.
- [23] Thanacoody, P. Rani, Timothy Bartram, and Gian Casimir. "The effects of burnout and supervisory social support on the relationship between work-family conflict and intention to leave: A study of Australian cancer workers." *Journal of Health, Organisation and Management* 23, no. 1 (2009): 53-69.
- [24] Carlson, Dawn S., K. Michele Kacmar, Julie Holliday Wayne, and Joseph G. Grzywacz. "Measuring the positive side of the work-family interface: Development and validation of a work-family enrichment scale." *Journal of Vocational Behavior* 68, no. 1 (2006): 131-164.
- [25] Brayfield, Arthur H., and Harold F. Rothe. "An index of job satisfaction." *Journal of applied psychology* 35, no. 5 (1951): 307.
- [26] Buonocore, Filomena, and Marcello Russo. "Reducing the effects of work-family conflict on job satisfaction: the kind of commitment matters." *Human Resource Management Journal* 23, no. 1 (2013): 91-108.
- [27] Burke, Rory. "Project management: planning and control techniques." *New Jersey, USA* (2013).
- [28] Huffman, Ann H., Wendy J. Casper, and Stephanie C. Payne. "How does spouse career support relate to employee turnover? Work interfering with family and job satisfaction as mediators." *Journal of Organizational Behavior* 35, no. 2 (2014): 194-212.
- [29] Lapiere, Laurent M., Paul E. Spector, Tammy D. Allen, Steven Poelmans, Cary L. Cooper, Michael P. O'Driscoll, Juan I. Sanchez, Paula Brough, and Ulla Kinnunen. "Family-supportive organization perceptions, multiple dimensions of work-family conflict, and employee satisfaction: A test of model across five samples." *Journal of Vocational Behavior* 73, no. 1 (2008): 92-106.
- [30] Casper, Wendy Jean, Christopher Harris, Amy Taylor-Bianco, and Julie Holliday Wayne. "Work-family conflict, perceived supervisor support and organizational commitment among Brazilian professionals." *Journal of Vocational Behavior* 79, no. 3 (2011): 640-652.
- [31] Mesmer-Magnus, Jessica R., and Chockalingam Viswesvaran. "Convergence between measures of work-to-family and family-to-work conflict: A meta-analytic examination." *Journal of vocational behavior* 67, no. 2 (2005): 215-232.
- [32] Rahman, M.M., Uddin, M.J., Abdul, M., Mansor, Z., Ali, N.A., Khairdddin, I., Samuel, A.B. and Rahaman, M.S. "Factors of work-family balance and its outcomes: A synthesis of literature review." *Journal of Advanced Research in Business and Management Studies* 8, no.1 (2017): 1-9.